



Peterborough
FAMILY HEALTH TEAM

STRATEGIC PLAN

2016 – 2019



TABLE OF CONTENTS

A Message from the Chair	3
Introduction	4
<i>The FHT Today</i>	5
The Planning Process	5
Our Mission and Vision.....	8
<i>Mission – Our Purpose</i>	8
<i>Vision – Our Desired Future</i>	8
<i>Core Values</i>	9
<i>Guiding Principles</i>	10
Key Directions for Success.....	11
Measuring our Progress	15
PFHT Organizational Chart	16

ACRONYMS

FHO	Family Health Organizations
FHT	Family Health Team
PIPC	Partners in Pregnancy Clinic

A MESSAGE FROM THE CHAIR

On behalf of the Peterborough Family Health Team Board of Directors, it is my pleasure to introduce our 2016-2019 Strategic Plan. This plan is the product of an intensive five-month-long process and the result of much dialogue and decision-making. It focuses on a renewed role and approach for our organization, sets priorities and establishes directions for the future to ensure the long-term success of the FHT. At the core, the plan is about serving the residents of our region and providing them with access to the best team-based primary health care possible. I am confident that you will see our patients reflected in our approach to everything we do.

This is just a first step, and over the next three years, we will use this plan to guide our actions and decision-making as we seek to deliver high-quality patient-centred primary health care that is powered by the strength of our relationships, delivered by teams of multi-disciplinary health professionals and accessible to all residents of our region.

We look forward to working in partnership with you to bring the future to life.

Dr. Tom Richard
Chair, PFHT

STRATEGIC PLAN *We will use this plan to guide our actions and decision-making for the next three years.*

KEY DIRECTIONS FOR SUCCESS

- 1 Lead locally and provincially through collaboration and integration.
- 2 Meet the diverse needs of all the residents of our community.
- 3 Enhance team-based patient-centred care.
- 4 Support primary care delivery through organizational effectiveness.

INTRODUCTION

With more than 109,000 patients in its care, the Peterborough Family Health Team (FHT) is well positioned to continue to make a significant difference in the health of its community. The organization was a leader in the formation of the family health team model – the answer to a crisis in primary care ten years ago, when one in five residents in the City and County of Peterborough didn't have access to a family doctor. Since then, the FHT has ensured that an additional 20,000 Peterborough patients now have family doctors and access to team-based primary care. And today, as the only city and region of its size in the province in which virtually all family doctors are part of the FHT, the organization is poised to be a primary care leader in the next stage of health system transformation

Recognizing the significance of health system transformation, the opportunities inherent in the unique design of primary care in Peterborough and with the establishment of a new senior leadership team, the Board of Directors began exploring the difference the organization could, and should make going forward. Launching a strategic planning process in the summer of 2015, the Board set out to chart the course for the future of primary health care in the city and county over the next three years.

This Strategic Plan is the result of an inclusive five-month-long planning process. The plan highlights four key directions for success and accompanying goals, which support a renewed mission and vision for the organization.

The Board examined the values and guiding principles that form the foundation from which the organization operates, and also adopted a set of six values and five guiding principles.

The Plan, in all its parts, articulates a transformational approach to primary care in Peterborough and Peterborough County; and, in essence, describes the difference the organization will make in the health and wellbeing of individuals and families in the community it serves. It's ambitious and bold, and demonstrates the Board's strongly held belief that the residents of this community deserve high quality, universally accessible primary care.

The FHT Today

- 88 of 89 family physicians currently have access to FHT resources.
- 110 FHT members including dietitians, mental health clinicians, nurse practitioners, pharmacists, physician assistants, registered nurses, registered practical nurses, support staff, clerical staff, and administrators work together to provide primary care services in our community.
- The FHT is made up of five Family Health Organizations (FHOs) located at clinics across the city and county, and the Partners in Pregnancy Clinic (PIPC).
- The FHT is a not-for-profit charitable organization funded by the Ministry of Health and Long-Term Care and also supported by the Health Services Foundation.


THE PLANNING PROCESS

A decade after the organization's inception, the Board of Directors recognized that the FHT was not operating in the same environment in which it was created. Health system transformation, changes in primary care locally and provincially, and internal changes presented by the appointment of a new Executive Director, Medical Director and Director of Clinical Programs, all indicated that the time was right to take stock of the organization and its work, and to define its directions for the future.

The strategic planning process, led by the Board, in concert with the organization's new senior team, began in earnest in September 2015.

From the outset, there was clear commitment to a process that was:

- inclusive
- consultative
- evidence informed
- patient centered, and
- results oriented.



It was also important to the Board that the ideas, input and opinions of those who have a stake in the organization and its future, inform decision-making. They expressed their desire for the consultation process to also serve as a vehicle to energize and inform internal stakeholders about provincial priorities in primary care transformation.

The stakeholder consultation process was extensive, employing a variety of approaches to engage members of the FHT as well as community partners.

Workshops were held with:

- Each of the five Family Health Organizations (FHOs), co-facilitated by the Medical Director;
- Staff and physicians from the Partners in Pregnancy Clinic (PIPC), co-facilitated by the Executive Director;
- Allied Health Professional groups including Dietitians, Mental Health Clinicians, Nurse Practitioners, and Pharmacists;
- Administrative employees of the FHT;
- Team Administrators of each FHO.

STAKEHOLDER CONSULTATION AT A GLANCE

1000+ patients

Patients provided feedback through a patient experience survey.

67% family physicians

More than two-thirds of family physicians in our community participated in workshops and discussions on the future of primary care.

116 surveys

were completed by family physicians, providing feedback and input on FHT services, and patient care priorities.

77% participation

43 of 56 Allied Health Professionals participated in workshops focussed on increasing access, integration, and quality, and half of the participants completed surveys about the FHT.

55 medical secretaries

registered nurses, and registered practical nurses completed surveys on providing high quality patient care.

100% participation

All FHO Team Administrators participated in workshop discussions on enhancing communication, increasing operational efficiency and effectiveness, and strengthening teamwork across the FHT.

All administrative employees

All administrative employees of the FHT participated in a workshop focussed on organizational effectiveness in support of the delivery of primary care.

16 community members

from six partner agencies, shared their thoughts on priorities and opportunities to work together.

21 at Board retreat

21 physicians, allied health professionals, FHO team administrators, senior team members, and guests participated in a 1.5-day Board retreat on the future of the organization.

A combination of hard-copy and electronic surveys were distributed to various stakeholders including:


Patients	Surveys focused on the patient experience with primary care.
Physicians	Two surveys sought input regarding Patient Care Priorities, as well as feedback on current and future services offered by the FHT.
Allied Health Professionals and Administrative employees	Surveys focused on the FHT as an organization and employer.
Registered Nurses and Registered Practical Nurses	Surveys focused on understanding the role of the RN and RPN, and ways the FHT could support professional development and training.
Medical Secretaries	Surveys focused on patient access and ways the FHT could support professional development and training.

Individual and group interviews were held with six community partners, as well as the Greater Peterborough Health Services Foundation.

Stakeholder consultation focused on the opportunities ahead for the organization, within the context of health system transformation and realignment. Consultation was based on the key question – *How can the FHT best meet the needs of the residents of the region, and build upon its strength in team-based care to enhance access and quality of care?*

The FHT acknowledges all those who took the time to share their thoughts. The information gathered as part of the eight-week stakeholder consultation laid the foundation for the Board to examine the organization with broad perspective.

KEY QUESTION *How can the FHT best meet the needs of the residents of the region, and build upon its strength in team-based care to enhance access and quality of care?*



This consultation was really only the beginning; and the FHT has, in its plan, made formal commitments to continue to engage, and to involve patients, providers, and partners in the design and implementation of its initiatives. The organization is committed to continually engaging and involving its community members to develop a deep understanding of their needs.

OUR MISSION AND VISION

Mission – Our Purpose

At its core, the FHT's purpose, reflected in its current mission, still stands. The organization continues to be committed to the delivery of high-quality care and to being a leader in the development of an integrated health care system. Throughout the planning process, however, it became apparent to the Board that the FHT's role in building relationships is a critical component of the work it does as both a health care provider, and as a community partner. The renewed mission emphasizes that collaboration and partnership are the key to creating a deeply integrated local health system.

In addition, the Board recognized the need to advance a population-based approach to primary care, and committed to the design and delivery of health care that meets the needs of all of its residents. The organization's renewed mission also reflects this area of emphasis.

OUR MISSION

As a provincial health care leader and community partner, the Peterborough Family Health Team coordinates and empowers family practice-centred multidisciplinary teams to provide high quality, evidence-based, primary care to meet the needs of all residents of Peterborough County.

Vision – Our Desired Future

The FHT's new vision reflects the desired future and the organization's aspirations for the health and wellbeing of all residents of its community. The vision reflects the dimensions the organization believes will provide the foundation for the delivery of high quality patient care in the future.

OUR VISION

A leader in the delivery of collaborative family medicine serving the residents of Peterborough County.

**High-Quality
Patient-Centred Care**

We are committed to high-quality patient-centred care and seek to ensure that every patient's experience is respectful, care without prejudice and built on confidence and trust. We believe that patient well-being is a shared responsibility between primary care providers and patients.

Universality

The health and well being of all residents in our region motivates everything we do.

Trust

We build trust with, and among our employees, health professionals, partners, and patients by listening, respecting diverse opinions, valuing their unique contributions, and delivering on our commitments.

Collaboration

We believe that a multi-disciplinary approach to patient care – with our team members and partners – leads to better patient outcomes and a more positive experience for patients and professionals alike.

Innovation

We seek opportunities to advance best practice in our programs, services, and processes. We value professional development and learning as driver or quality.

**Transparency and
Accountability**

We act fairly, ethically, and openly in all that we do.

Core Values

The organization's core values reflect what is truly important to its people. These are not values that change from time to time, situation-to-situation or person-to-person, but rather they are the underpinning of the FHT's organizational culture and approach to the design and delivery of primary care in our community.

Guiding Principles

Five guiding principles reflect our values and shape our actions:

1. Relationships:

We focus on building strong relationships to support everything we do – on our teams, with our partners and with our patients.

We believe that the relationship between primary care providers and patients is the foundation of high-quality patient-centred care.

2. The Patient Experience:

We believe that the patient experience is influenced by the sum of all of their interactions with primary care. We engage our patients, seeking to understand their experience to improve the delivery of primary care.

3. Inclusive, Community Focus:

We collaborate and partner with others to leverage our collective strength to provide seamless care to all residents of our community.

4. Strong Leadership:

We focus on effective, forward-thinking leadership in the governance and administration of our organization.

5. Responsible Stewardship:

We are responsible and accountable for the financial resources allocated to us and for the trust our residents place in us.

GUIDING PRINCIPLES *Relationships • The Patient Experience • Inclusive, Community Focus • Strong Leadership • Responsible Stewardship*

KEY DIRECTIONS FOR SUCCESS

Four Key Directions for Success support the preferred future for the FHT, and provide definition to its role in the design and delivery of primary care in the City and County of Peterborough. Strategic goals, aligned with each Key Direction for Success, serve to focus the efforts of the organization over the next three years. Annual operating plans, outlining key initiatives and actions, will be built on this framework; they will serve to advance the organization toward its strategic goals in support of achievement of its vision.

1

Lead locally and provincially through collaboration and integration

The FHT is in a unique position in the city and county of Peterborough. With virtually all of the family doctors in its large geographic region included in a single FHT, the vast majority of residents have access to team-based care. With health system integration and community collaboration critical to the best possible patient care, we will be bold in leveraging our unique position as the primary care provider in our community to lead locally and provincially.

Goals:

- 1.1 Be an integrated voice of primary care locally, clearly and consistently articulating and advocating for the best interests of our residents.
- 1.2 Be a provincial leader in the design and delivery of population-based approaches to primary care.
- 1.3 Build and strengthen partnerships, enhancing the co-ordination of care in our community and fostering deep integration at the local level.
- 1.4 Lead a local health system approach to chronic disease management, ensuring a seamless, efficient, effective continuum.
- 1.5 Embrace innovation, and engage in new and different approaches to meeting the needs of our residents, seizing opportunities that support health system transformation.
- 1.6 Advocate for, and advance, the primary care agenda locally and provincially.



2

Meet the diverse needs of all the residents of our community

We know there's no one-size-fits-all approach to primary care. Our organization is uniquely positioned to be able to customize care for the residents of this region. We will work to understand the diverse needs – existing and emerging – of the residents of the region, and to design and deliver programs and services to meet them.

Goals:

- 2.1 Develop a thorough understanding of the needs of our population, leveraging data, engaging with patients, and collaborating with partners, to make informed decisions related to practice and programs for optimal population health.
- 2.2 Offer our residents more options to access to primary care providers, facilitating delivery of the right care, at the right time, at the right place.
- 2.3 Make it easier for our residents to connect with primary care providers, streamlining systems and processes and clearly communicating them.
- 2.4 Initiate a community-wide approach to the provision of pediatric and adult mental health services and address care gaps for this population.
- 2.5 Develop an approach to caring for those who have difficulty accessing mainstream primary care, with a focus on addressing the social determinants of health.

3

Enhance team-based patient-centred care

Patients and professionals alike tell us they value a team-based approach to care. We believe that a team-based approach affords the best opportunity to provide high quality, comprehensive care to patients, and to increase capacity across the primary health care system in our community. We are committed to elevating our team-based approach, strengthening relationships, enhancing communication, and facilitating the development of a deeply integrated, patient-centred, local health system.

Goals:

- 3.1 Refine and expand our approach to patient-centred team-based care both inside our organization and within our community, recognizing the value all professionals, support, and clerical staff bring to the team, and working collectively to provide comprehensive, integrated patient care.
- 3.2 Develop and support all allied health professionals – Dietitians, Mental Health Clinicians, Nurse Practitioners, Pharmacists, Registered Nurses, and Registered Practical Nurses – to work to their full scope of practice, in partnership with Family Physicians.
- 3.3 Establish a consistent approach to practice within allied health disciplines, ensuring key patient care programs and services are available to all residents across our community.
- 3.4 Leverage an evidence-based understanding of our population and patient care needs to inform identification, development, and approval of programs and services, within a consistent framework and process for decision-making.
- 3.5 Demonstrate the value of team-based primary care through evaluation and meaningful measurement of program and service outcomes.

4

Support primary care delivery through organizational effectiveness

The Peterborough Family Health Team is an organization that delivers direct patient care and works to build capacity within the local health system. To excel as an organization we embrace progressive practices as an employer, we operate with a service mindset, and we hold ourselves accountable to high standards of performance.

Goals:

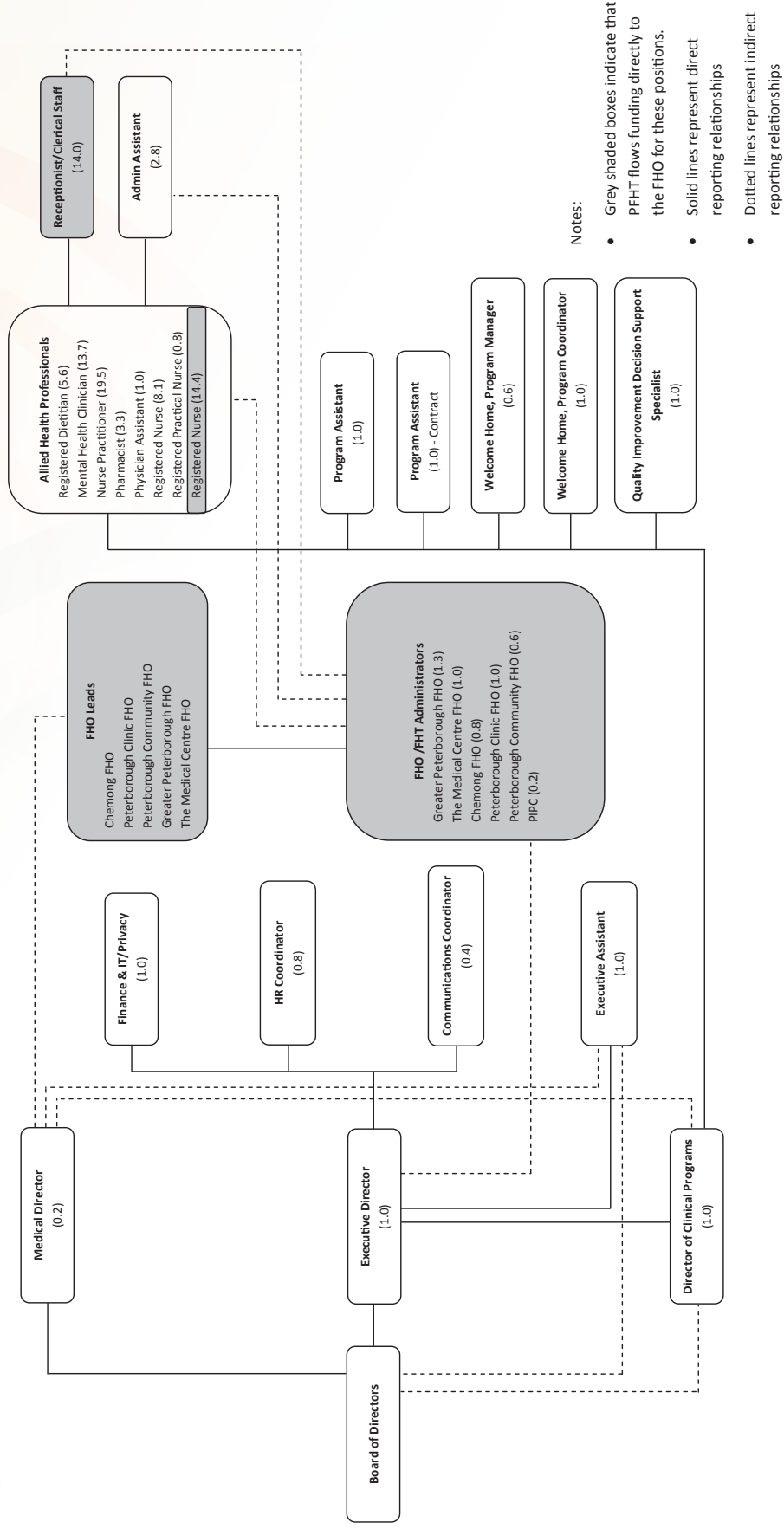
- 4.1 Be an employer of choice for health professionals in our community.
- 4.2 Respect the unique needs and operations of each FHO, and PIPC, offering customized services and supports, enhancing practice, and contributing to a high quality patient experience across our community.
- 4.3 Enhance our support for the design and delivery of primary care programs and services, building organizational capacity and expanding expertise in program and service planning, quality improvement, measurement and evaluation.
- 4.4 As an administrative resource for primary care for our FHOs and PIPC, provide leadership and support related to developments in privacy, human resource practices, and the use of technology to maintain high-quality standards and to enhance practice.
- 4.5 Encourage and support professional development and learning as a driver of the delivery of high quality care.
- 4.6 Develop a resource allocation model with the FHOs and PIPC emphasizing equity, transparency, flexibility, and accountability.
- 4.7 Leverage the electronic medical record to its fullest potential to support seamless care for patients and facilitate evidence-based decision-making.
- 4.8 Renew our approach to governance, examining appropriate governance models and committee structures, board composition, and effective operation of the board, and strengthening oversight, leadership and operations, and stewardship of organization resources.

MEASURING OUR PROGRESS

As the organization works toward its goals, and the realization of its vision, the Board is tasked with monitoring its progress. Every year, through the development of annual plans, the FHT will articulate, and report on, strategic initiatives, actions, and associated measures of success.

The FHT's Quality Improvement Plan focuses on the quality dimensions of Access, Integration, and Patient-Centredness, consistent with the priorities identified by the Ministry. These indicators will comprise a significant part of the way the Board measures and reports on its progress. Other indicators will be identified during the development of the operational plan and will, through regular reporting to the Board, be used to monitor progress through implementation.

Organizational Chart



Notes:

- Grey shaded boxes indicate that PFHT flows funding directly to the FHO for these positions.
- Solid lines represent direct reporting relationships
- Dotted lines represent indirect reporting relationships